A Longitudinal Test of a Model of the Antecedents and Consequences of Union Loyalty

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In the present study we aimed to construct a process model of union loyalty. Various personal, work, and union-related variables were hypothesized to predict union loyalty, which in turn would cause greater participation in essential union activities. Furthermore, the study assessed whether different models of union loyalty existed for 169 Black and 139 White members of a multiracial South African union. For both samples, cross-lagged regression analyses showed that union loyalty caused greater formal participation in union activities. Separate path analyses demonstrated that perceptions of union instrumentality, extrinsic job dissatisfaction, and early socialization experiences predicted union loyalty in both samples. However, the nature and strength of several relationships between the antecedent variables and union loyalty were moderated by race. In a further refinement of the model, perceived union instrumentality was found to moderate the relationship between union loyalty and union participation, and the relationships between the predictor variables and union loyalty.

Union loyalty is increasingly being recognized as an important variable for understanding unions (Gordon & Nurick, 1981). An understanding of loyalty to labor organizations enables greater insight into psychological processes involved in unions, provides unions with knowledge of some practical use, and offers an opportunity to test the generality of theories of organizational attachment in a different social institution, such as a nonprofit labor organization.

Union loyalty has been studied previously in the context of dual allegiance to both union and employing company (Dean, 1954; Purcell, 1960; Stagner, 1954). However, these early studies lacked an adequate and operational conceptualization of loyalty to labor organizations. Recently, an operational definition of commitment and loyalty to labor organizations has been developed, and correlates of union loyalty have been specified (Fullagar, 1986; Gordon, Beauvais, & Ladd, 1984; Gordon, Philpot, Burt, Thompson, & Spiller, 1980; Ladd, Gordon, Beauvais, & Morgan, 1982). In these studies, union loyalty consistently was found to account for the most variance in union commitment and to be the most stable component of union commitment across samples. Loyalty to the union is defined as an affective attachment to the labor organization and is denoted by (a) positive attitudes toward the union and its values and goals, (b) a sense of pride in being a member of the union, and (c) a desire to maintain one's membership. However, research undertaken on union loyalty has been cross-sectional in nature, even though causative inferences have been made. The aim of the present research was to develop a process model of union loyalty that identified its antecedents and outcomes and to test this model with longitudinal data by using path analytic procedures.

The model of union loyalty presented here is derived from three major sources, namely the literature on organizational commitment (Mowday, Porter, & Steers, 1982; Steers, 1977), union loyalty and commitment (Fullagar & Barling, 1987), and general unionization (Brett, 1980; Fiorito, Gallagher, & Greer, 1986; Kochan, 1980). With respect to general unionization, union loyalty can be seen as a continuation of the process of unionization, with prior stages consisting of the decision to join the union, voting for a union, and initial socialization. Furthermore, loyalty to the union provides a more continuous assessment of psychological attachment to labor organizations, compared with such nominal measures as membership and union voting behavior. The model tested here concerns attachment to labor organizations once individuals have become members of unions.

Antecedents of Union Loyalty

Following the research on organizational commitment (e.g., Steers, 1977), one finds that the antecedents of union loyalty were categorized into demographic, personal, and work determinants. There were two major criteria for the inclusion of variables as antecedents in the path model to be proposed: (a) whether the variables consistently had been found to be theoretically or statistically related to union loyalty or other indicators of union attachment and (b) the relevance of certain variables with respect to the peculiar characteristics of the South African context.
Demographic Characteristics

Variables such as sex, age, tenure, number of dependents, occupational level, income, and urbanization are associated with unionization (Kochan, 1978). However, these associations are usually weak, and most evidence suggests that there is little support for the idea of a demographic “union type” (Gordon et al., 1980).

One demographic characteristic that has been related to unionization is race. Results show that unorganized Black workers are more willing to join unions than are unorganized White workers (Kochan, 1980), perhaps because Black workers experience more oppression and discrimination, less opportunity to obtain alternative employment, and diminished opportunities for the expression of intrinsic needs (Buchholz, 1978a). Even though the level of loyalty to the union has been found to be no different for Black and White workers in South Africa (Fullagar, 1986), their reasons for being loyal to the union may differ. Consequently, race was treated as a moderator variable in the present study, and the antecedents and consequences of loyalty to labor organizations were studied separately for Black and White union members.

Personal Characteristics

Various personal characteristics have been associated with support of labor organizations. Research has indicated a consistently strong relationship between instrumentality perceptions concerning the union’s effectiveness at improving work conditions and the worker’s decision to vote for or against unionization (Beutell & Biggs, 1984; Bigoness & Tosi, 1984; Brett, 1980; DeCotis & LeLouarn, 1981; Youngblood, DeNisi, Molleston, & Mobley, 1984). Indeed, union instrumentality, compared with either extrinsic or intrinsic job satisfaction, is more predictive of union support among both white-collar and blue-collar workers (Kochan, 1979). Furthermore, Kochan (1979) found that perceptions of union instrumentality were significantly more predictive of voting behavior than general attitudes toward organized labor. Consequently, we hypothesized that perceived union instrumentality would continue to have an effect on attachment to labor organizations, once the individual had joined a union, and would be a strong determinant of both union loyalty and participation in union activities for both Blacks and Whites. Perceptions of whether the union was capable of improving working conditions would determine the individual’s attitudes of loyalty as well as the effort he or she would be prepared to put into participating in union affairs.

One question that emerges is whether perceived union instrumentality is best depicted as an antecedent in the model of union loyalty or whether it moderates the relationship between attitudes of loyalty to the union and other antecedent variables. Brett (1980) has suggested that the link between job dissatisfaction and joining a union is moderated by perceptions of union instrumentality and attitudes toward organized labor. Our study attempted to assess whether perceived union instrumentality influences union loyalty in a similar manner. That is, are the relationships between union loyalty and its hypothesized antecedents and outcomes contingent on the worker’s perceptions of instrumentality concerning the union’s potential to satisfy various needs?

Work values are personal variables that have been correlated with attachment to organizations; workers with a strong work ethic (i.e., belief that work is inherently good and provides both status and material security for the worker) manifest higher organizational commitment (Buchanan, 1974; Hall & Schneider, 1972; Kidron, 1978; Rabinowitz & Hall, 1977). Regardless of occupational status, work ethic beliefs among union officials are the lowest in comparison to other belief systems. Union leaders exhibit a greater propensity toward Marxist-related beliefs (i.e., beliefs that work as currently organized represents exploitation and alienation of the worker by managers and owners) compared with nonunionized clerical, professional, and managerial employees (Buchholz, 1978a). This suggests the possibility of a relationship between feelings of exploitation and a need for equal participation in the workplace on the one hand, and loyalty to labor organizations on the other. However, the findings of Goldthorpe, Lockwood, Bechofer, and Platt (1969) suggest that the relationship between work values and attachment to labor organizations may be a complex one. Goldthorpe et al. (1969) have argued that the modern, affluent worker views union membership and activity in instrumental and extrinsic terms. Considerations of pay and security are not only powerful factors in binding affluent, skilled workers to their jobs but are also predictors of union commitment when individuals are not satisfied with their jobs.

In South Africa, skilled jobs remain the monopoly of White workers who command higher wages, whereas unskilled and semiskilled jobs remain the preserve of Black workers. Thus, the normal structural divisions that characterize the working class in the United States are compounded by racial divisions within the South African working class (Fullagar, 1986). Essentially, the distinction is between workers who have a history of freedom and access to political power and unionization, and workers who are not free and who have experienced restrictions with respect to their job security and the price of their labor. Migrant labor, the homeland system, job restriction, the pre-dominant absence of trade union rights, and the opposition of White workers have meant that Black workers experience a different and inferior set of labor conditions. We hypothesized that Marxist-related beliefs would exert a stronger influence on the union loyalty of Black workers who are more exploited and discriminated against and who see unions as instrumental to the attainment of political change (Webster, 1983). Conversely, for more affluent and skilled Whites who constitute the labor aristocracy, there would be a stronger adherence to work ethic beliefs; these beliefs would be more predictive of union loyalty among White workers, who perceive unions as being instrumental to maintaining their job security and status (Webster, 1983), than among Black workers. In the present study, this difference would be reflected in a positive relationship between work ethic beliefs and union loyalty for White union members.

1 The strategy of divide and rule in South Africa is reflected in the existence of ten separate “homelands” where Blacks are meant to exercise their political rights and most are free to reside. These homelands remain economically dependent on South Africa, resulting in a large pool of migrant workers whose influx to the economically viable, industrialized centers of South Africa is controlled by the South African government.
and between Marxist-related beliefs and union loyalty for Black union members.

We will also consider life satisfaction as an antecedent of union loyalty. On the basis of a dissatisfaction model of unionization (Maxey & Mohrman, 1980), we hypothesized that an expressive or compensatory relationship would exist between life satisfaction and loyalty to the union. Recent research in South Africa has shown that unfavorable community conditions (namely, inadequate educational facilities, lack of housing, poverty, violence, security force presence, and breakdown of family life) have an effect on organizational processes and worker behavior (Bluen & Odesnik, 1987; Kamfer, 1986; Schlemmer, Geerdts, & Van Schalkwyk, 1984; Van der Merwe, 1983). More specifically, a significant positive correlation has been found between the experience of negative township events and loyalty to the union (Bluen & Odesnik, 1987). This is consistent with those studies that have indicated an association between life dissatisfaction and work experiences. The suggestion is that life dissatisfaction has a spillover effect and influences or generalizes to an overall discontent with other life domains (Kerr & Rosow, 1979; Kohn & Schooler, 1973; Sheppard & Herrick, 1972). In other words, we hypothesized that high life satisfaction will result in low union loyalty, whereas dissatisfaction with one’s standard of living, state of health, education, family and social life, and broader political issues will cause greater loyalty to labor organizations, especially when the last are seen as being capable of changing such life conditions. In South Africa, labor unions are perceived by Black workers as being the only political voice available for the redress of life dissatisfactions (Finnemere & Van der Merwe, 1986; Schlemmer, 1984).

Work and Organizational Experiences

Organizational socialization and the nature and quality of experiences during membership are correlated with organizational commitment (Mowday et al., 1982). The literature on attitude formation (e.g., Kelman, 1974; Salancik, 1977) suggests that initial behaviors elicited by virtue of the individual’s role within the organization facilitate stronger attitudinal commitment as members develop attitudes consistent with their behavior. Stagner (1956) has suggested that early involvement in union activities helps individual attachment to the union. Recently, Fukami and Larson (1984) showed that work experiences predicted both organizational and union commitment. This suggests that experiences during the initial stages of organizational socialization may be directly generalizable to labor organizations. Gordon et al. (1980) found that early union socialization experiences were consistently, strongly, and positively correlated with union loyalty. Consequently, we hypothesized that early socialization experiences would positively predict loyalty to the union.

Several job characteristics that have been related to organizational commitment might also be instrumental in the development of union loyalty. A major explanation of the process of unionization is that workers join unions because of perceived deprivations and various dissatisfactions with intrinsic and extrinsic employment factors (Allen & Keaveney, 1983; Brett, 1980). That is, jobs that have a low motivating potential and that engender greater work dissatisfaction should evoke greater loyalty to the union among workers. Kochan (1979) found that there is a tendency for workers to turn to unions only if other more informal and organizational channels of influence are not available to change work conditions. Research has indicated that the relationship between unionization and extrinsic and intrinsic satisfaction is moderated by whether workers are blue-collar or white-collar (Kochan, 1979) and whether they are skilled or semiskilled (Gordon et al., 1980). Thus, we hypothesized that dissatisfaction with extrinsic and intrinsic job characteristics would affect union loyalty but that the strength of this effect would differ for Black and White members of the union being studied. More specifically, because of the history of White workers in South Africa and their membership of a labor aristocracy, protectionist interests, and a concern with maintaining their security, wages, and privilege, these union members would be loyal to the union for extrinsic reasons. Furthermore, because White workers have greater access to political, organizational, and social institutions for the satisfaction of more intrinsic needs, the union would not be perceived as instrumental in satisfying these needs. With Black workers, on the other hand, the existence of far inferior conditions of employment and their general disenfranchisement leads to the hypothesis that labor organizations will be perceived as instrumental in satisfying both economic and noneconomic needs.

Related to this, one antecedent of union loyalty that needs to be researched is work alienation. Pestonjee, Singh, and Singh (1981) found a significant correlation between alienation and attitudes toward unions in a cross-sectional study of blue-collar workers. Kanungo (1979) believes that alienation arises from the inability of the organization or work to satisfy the salient needs of the individual. Workers might express greater loyalty to labor organizations if they hold jobs that (a) do not have the potential to satisfy their social needs, (b) do not provide sufficient information for the worker to plan and predict the work environment, (c) break down and simplify work processes so that they become meaningless, (d) provide the worker with no power or control because the pace of work is controlled and mechanized, or (e) do not provide the worker with the opportunity to self-actualize. It must be noted that alienation is seen as being conceptually distinct from job satisfaction (Kanungo, 1979; Saleh, 1981). Several theories have associated alienation with the process of unionism. Tannenbaum (1952), for example, sees trade unionism as a response to the worker's sense of alienation from both job and society. The union provides the individual with a collectivity in which he or she can relate to employers, fellow members, and his or her job. Unions increase the worker's power and control and reduce feelings of normlessness, isolation, and self-estrangement. Blauner (1964) also sees the union as a reform movement that could counteract powerlessness. These associations, however, have been more anecdotal than empirical. We hypothesized in the present study that alienation or lack of job involvement would increase loyalty to the union.

The Consequences of Union Loyalty

Stagner (1956) suggested that participation in union-related activities causes individual attachment to the union. Yet, very little research has been conducted investigating the behavioral
outcomes of union loyalty. Union loyalty is significantly and positively related to participation in union activities (Fullagar, 1986; Gordon et al., 1980). However, research is still needed to clarify the causal link between attitudes and behaviors. Research evidence on whether commitment attitudes (such as loyalty) cause committed behaviors or whether enacting committing behaviors results in commitment attitudes remains ambiguous (Mowday et al., 1982). We hypothesized that attitudes expressing loyalty to the union would cause participation in essential union activities, but this assumption was tested using a longitudinal panel design because of its equivocal status.

A Model of Union Loyalty

The path diagram for the structural model of union loyalty formulated here is presented in Figure 1. We proposed that personal and work characteristics would predict attitudes of loyalty to the union, which in turn would cause participation in union activities. The major aim of our research was to empirically test this model. A further aim was to verify whether this model was moderated by the union member's race.

We hypothesized that two major differences would exist between the models of union loyalty for Black and for White workers. First, because of the history of White workers in South Africa and their membership of a labor aristocracy, loyalty to the union would be solely associated with extrinsic factors for White union members. Protectionist interests would prevail and there would be an overriding concern with maintaining security, wages, and privilege. In addition, White workers have greater access to other institutions for the satisfaction of intrinsic needs. The existence of inferior employment conditions for Black workers and their general disenfranchisement suggests that their loyalty to labor organizations would be related to both economic and noneconomic needs. Black workers in South Africa join unions not only for improved benefits and wages but also to defend the dignity and rights of African workers (Webster, 1979). Indeed, the majority of Black unionized workers in South Africa (79%) see worker action as instrumental in solving political problems (Schlemmer, 1984).

Second, we hypothesized that the belief systems of White and Black workers would differ. Specifically, Black workers would adhere to Marxist-related beliefs and these beliefs would predict attitudes of union loyalty. Conversely, White workers would follow a more traditional pattern of commitment in that their adherence to the work ethic and the opportunity to express their craft or skill would cause loyalty to labor organizations.

Finally, to further refine the model of union loyalty, we analyzed whether union instrumentality was an antecedent or whether it moderated the effects of other predictors on union loyalty in the proposed model. Previous research has indicated that perceived union instrumentality moderates the relationship between job dissatisfaction and union membership (Brett, 1980) and participation in such union activities as union voting behavior (DeCotiis & LeLouarn, 1981). Consequently, we hypothesized that this moderator effect may generalize to the relationships between union loyalty and its antecedents and consequences. Specifically, the link between union loyalty and dissatisfaction with extrinsic and intrinsic job conditions may be contingent on the worker's perceptions of the union as instrumental in improving such conditions. Similarly, dissatisfaction with general living conditions and job alienation may lead to loyalty to the union, depending on whether the individual perceives the union as capable of improving life circumstances and bringing about greater job involvement. With respect to work values, it can be argued that the relationship between work ethic beliefs and union loyalty is moderated by the worker's perception that unions are instrumental in maintaining job security and status. In addition, if unions are perceived as viable mechanisms for changing the organization of work and the division of labor, then there is more likely to be an association between Marxist-related beliefs and loyalty to labor organizations.

Lastly, attitudes of union loyalty would only facilitate participation in union activities if the union is perceived as being instrumental in bringing about change in the workplace. Race would also moderate the relationship between union loyalty and participation in union activities. For Black workers, the union is the only voice available for redressing both work- and life-related grievances. Consequently, we hypothesized that the link between attitudes of loyalty to the union and participation in union affairs would be stronger for Black workers than for White workers, who have alternative channels for dealing with similar issues.

Method

Subjects

Data were collected from Black and White union members of one of South Africa's largest multiracial unions (28,420 Black and 21,300 White members). In the present sample, there were significant differences between Black and White union members that reflected the South African apartheid context: White union members earned more, $M = $109 versus $57 per week, t(291) = 14.41; had a higher level of education, $M = \text{Grade 7 versus Grade 6, } t(302) = 3.55$; had less people dependent on their salary, $M = 4 \text{ versus 5, } t(303) = 3.44$; and had been members of the organization or company, $M = 9.93 \text{ versus 5.51 years, } t(301) = 6.43$, and union, $M = 14.24 \text{ versus 2.72 years, } t(298) = 18.49$. For longer periods ($p < 0.01$ in all cases) than had Black members. This sample comprised only male union members for two reasons. First, the union under study was predominantly male (95%). Second, sex has been found to be associated with union loyalty (Gordon et al., 1980) and could have been a confounding variable.

Procedure

Questionnaires, together with a cover letter from the union's general secretary, were sent to every Black and White shop steward throughout the country who was registered on the union's mailing list ($N = 400$). The letter outlined the reasons for the research and encouraged participation. Stewards were requested to complete and return the anonymous questionnaire in the addressed, stamped envelope provided. In addition, 786 union members were surveyed from two factories in the Johannesburg area. These factories had relatively large union memberships of Black and White workers and consequently enabled comparisons between different race segments of the work force. All workers who were members of the union at these plants were given questionnaires. Questionnaires sent to the rank-and-file members were also accompanied by a letter from the general secretary encouraging participation and assuring confidentiality and anonymity. Once the questionnaires had been completed by the respondents on their own time, questionnaires were returned to a collection box at the factory sites. The ques-
Figure 1. The overidentified models of union loyalty for Black and White union members. (The exogenous variables are assumed to be noncausally related.)
tionsaries were then collected by research assistants after 10 days. Of
the 1,186 questionnaires initially distributed, 453 (38%) were returned.
Of these, 26 had to be discarded owing to incomplete data. This left a
total of 427 usable questionnaires, for a response rate at Time 1 of 36%.
A second administration of the Union Loyalty and Union Participation
scales had a 5-point response format (5 = strongly agree/very satisfied,
3 = unsure, 1 = strongly disagree/very dissatisfied).

**Endogenous Variables**

**Formal participation.** This was measured using a seven-item scale
that assessed attitudes about participation in, and knowledge of, union
activities (Fullagar, 1986). These activities are regarded as formal be-
cause they are important for the effective and democratic operation of
the union. They include participation in union elections, frequency of
attendance at union meetings, knowledge of the union contract, atti-
itudes to grievance filing, and current union status. Previous research
shows significant correlations between self-reported measures of partic-
ipation in union activities and independent assessment by union branch
managers or area organizers (Fullagar, 1986).

**Union loyalty.** The Union Loyalty factor derived in previous factor
analytic studies (Fullagar, 1986; Gordon et al., 1980; Ladd et al., 1982)
was used to assess union loyalty. In all of these studies, Union Loyalty
was measured by nine items that de-

**Table 1**

<table>
<thead>
<tr>
<th>Variable</th>
<th>1</th>
<th>2</th>
<th>3</th>
<th>4</th>
<th>5</th>
<th>6</th>
<th>7</th>
<th>8</th>
<th>9</th>
<th>10</th>
</tr>
</thead>
<tbody>
<tr>
<td>1. Union loyalty</td>
<td>—</td>
<td>0.62</td>
<td>0.61</td>
<td>-0.66</td>
<td>-0.37</td>
<td>0.58</td>
<td>0.13</td>
<td>0.57</td>
<td>-0.06</td>
<td>0.50</td>
</tr>
<tr>
<td>2. Formal participation *</td>
<td>0.69</td>
<td>—</td>
<td>0.56</td>
<td>-0.46</td>
<td>-0.29</td>
<td>0.35</td>
<td>0.02</td>
<td>0.44</td>
<td>-0.10</td>
<td>0.34</td>
</tr>
<tr>
<td>3. Union instrumentality</td>
<td>0.68</td>
<td>0.47</td>
<td>—</td>
<td>-0.41</td>
<td>-0.15</td>
<td>0.64</td>
<td>0.08</td>
<td>0.51</td>
<td>0.31</td>
<td>0.05</td>
</tr>
<tr>
<td>4. Extrinsic satisfaction</td>
<td>-0.44</td>
<td>-0.25</td>
<td>-0.15</td>
<td>—</td>
<td>0.63</td>
<td>-0.35</td>
<td>0.20</td>
<td>0.38</td>
<td>-0.50</td>
<td>0.18</td>
</tr>
<tr>
<td>5. Intrinsic satisfaction</td>
<td>-0.64</td>
<td>-0.57</td>
<td>-0.38</td>
<td>0.54</td>
<td>—</td>
<td>0.04</td>
<td>0.24</td>
<td>-0.09</td>
<td>-0.42</td>
<td>0.06</td>
</tr>
<tr>
<td>6. Union socialization</td>
<td>0.56</td>
<td>0.44</td>
<td>0.43</td>
<td>-0.17</td>
<td>-0.43</td>
<td>—</td>
<td>0.04</td>
<td>0.44</td>
<td>0.27</td>
<td>-0.03</td>
</tr>
<tr>
<td>7. Job involvement</td>
<td>-0.50</td>
<td>-0.46</td>
<td>-0.05</td>
<td>0.37</td>
<td>0.60</td>
<td>-0.15</td>
<td>—</td>
<td>-0.02</td>
<td>-0.04</td>
<td>0.22</td>
</tr>
<tr>
<td>8. Life satisfaction</td>
<td>-0.33</td>
<td>-0.44</td>
<td>-0.12</td>
<td>0.52</td>
<td>0.58</td>
<td>-0.23</td>
<td>0.49</td>
<td>—</td>
<td>-0.22</td>
<td>0.03</td>
</tr>
<tr>
<td>9. Marxist-related beliefs</td>
<td>0.48</td>
<td>0.34</td>
<td>0.37</td>
<td>-0.32</td>
<td>-0.63</td>
<td>0.33</td>
<td>-0.28</td>
<td>-0.32</td>
<td>—</td>
<td>0.13</td>
</tr>
<tr>
<td>10. Work ethic beliefs</td>
<td>-0.39</td>
<td>-0.32</td>
<td>-0.18</td>
<td>0.39</td>
<td>0.49</td>
<td>-0.28</td>
<td>0.28</td>
<td>0.47</td>
<td>-0.17</td>
<td>—</td>
</tr>
</tbody>
</table>

* Black union members
  - M: 22.03, SD: 9.66, Cronbach's alpha: 0.89
  - SD: 3.02, Cronbach's alpha: 0.72
  - t values denoting Black/White differences: 0.59, 0.41, 1.06, 2.97

* White union members
  - M: 22.18, SD: 9.80, Cronbach's alpha: 0.89
  - SD: 3.38, Cronbach's alpha: 0.81

**Note.** Zero-order correlations for Black subjects (n = 169) are given below the diagonal, and those for Whites (n = 139) are given above the diagonal. Blacks: r ≥ 0.15, p ≤ 0.05; r ≥ 0.20, p ≤ 0.01. Whites: r ≥ 0.16, p ≤ 0.05; r ≥ 0.21, p ≤ 0.01.

*Formal participation is the measurement at Time 2. The remaining variables represent Time 1 measurements.

* p < 0.01.
union’s goals; (b) perceived strength of the union; (c) whether the union supported, encouraged, or ignored the new union member; (d) whether the individual had received any support in terms of union activities, and so forth. Items had a 3-point response format (2 = yes, 1 = no, 0 = can’t remember).

Alienation. This was operationalized using Kanungo’s (1982) 10-item Job Involvement questionnaire (JIQ). Adopting a motivational approach, Kanungo conceived of alienation and involvement as being at opposite ends of the same continuum. The scale exhibits high internal and temporal stability. The convergent and discriminant validity of the JIQ is also satisfactory.

Life satisfaction. This was measured using Warr et al.’s (1980) 15-item scale, which assesses satisfaction with such life aspects as the individual’s living space, state of health, education, family and social life, and various political factors such as the present government, moral standards, freedom and democracy in the country, and the state of law and order. The scale was standardized on a sample of blue-collar workers.

Work beliefs. Two belief systems were assessed by using Buchholz’s (1977a, 1978b) measures of the work ethic and Marxist-related beliefs. These scales consisted of 7 and 11 items, respectively. The former measured the belief that work is good in itself, that it offers dignity to the person, and that success is a result of personal effort. The Marxist scale assessed the belief that work is fundamental to human fulfillment but that the manner in which work is currently organized entails exploitation of the worker by management or the ruling class. Buchholz (1978b) found that the items of these two belief systems loaded on two orthogonal factors.

One possible source of measurement error is the sole reliance on self-report questionnaires. The possibility of measurement error occurring was reduced in the present study through the use of both negatively and positively phrased items, the variation of response formats, and the separation of scales in the questionnaire.

Analytic Procedures

The major statistical procedure used in this study was path analysis (Duncan, 1975; Heise, 1975). For path analysis to be applied validly, the relationships between variables within the proposed model have to be theoretically justified and their direction previously specified (Bilings & Wrotten, 1978; James, Mulail, & Brett, 1982). Because the literature is equivocal in terms of the direction of the relationship between union loyalty and participation in union activities, we computed cross-lagged regression analyses. The cross-lagged regression model is especially applicable to survey-type data in which measurements have been made on the same sample and the same variables at two different times (Heise, 1970).

Cross-lagged regression analysis has a number of assumptions that must be satisfied to ensure its appropriate use. These include the existence of linear relations, homoscedasticity, and noncollinearity. All these assumptions were satisfied. In addition, various assumptions surrounding the causal processes being examined were upheld. These included the assumptions that the structure of the causal relations remained constant over time, there were no instantaneous causal effects, and the time lags between the variables were the same.

Having established the causal relationship between union commitment and formal participation in union activities, we used these two variables as endogenous variables in the path analytic model. Again, the assumptions underlying path analysis were tested and satisfied. These included whether (a) the relations between the variables were linear, (b) noncollinearity existed, (c) residual variables were not correlated with each other, (d) all scales used were reliable, and (e) all variables were measured on at least an interval scale.

To ascertain the moderating effects of perceived union instrumentality, we calculated moderated multiple regression analyses. We chose this technique in preference to dividing the sample into subcategories of the moderator variable and undertaking separate path analyses for these groups. The latter method for assessing moderator effects has several associated problems, especially if the moderator is not a nominal variable. For example, arbitrarily determined subgroups increase the probability of obtaining spurious results. In addition, by reducing continuous data into discrete subgroups, measurement information is lost, the strength of the relationships is underestimated, and the decrease in sample size, necessitated by subgroup analysis, reduces the power of statistical tests (Cohen, 1978; Stone, 1986; Zedreck, Cranny, Vale, & Smith, 1971).

To assess whether perceived union instrumentality moderated the relationship between union loyalty and its antecedents, we calculated seven multiple regression equations. Union loyalty was regressed hierarchically onto the respective antecedent variable, the moderator variable (perceived union instrumentality), and an interaction term consisting of the cross-product of the antecedent variable and union instrumentality (Stone, 1986). To control for the effects of the remaining antecedents on union loyalty, we treated these variables as covariates and entered them into the regression equation first (Holahan & Moos, 1981). We followed a similar process to ascertain the moderator effects of perceived union instrumentality on the relationship between union loyalty and participation in union activities.

Results

The means, standard deviations, reliability coefficients, and intercorrelations of all variables in the proposed model are presented in Table 1. Although there were significant correlations between the exogenous variables in the study, these did not satisfy the criterion for multicollinearity ($r \geq 0.80$, Lewis-Beck, 1980). Furthermore, it is beyond the scope of path analysis to analyze the relationships between exogenous variables (Pedhazur, 1982). Even though shop stewards were included in the sample, there were insufficient numbers ($n = 83$) to assess a separate process model of union loyalty for union officers. Nevertheless, known-group validity was confirmed in that shop stewards were found to be significantly more loyal to the union, $t(303) = 7.38, p < 0.01$, and more active in union activities, $t(303) = 4.37, p < 0.01$, than rank-and-file members.

Cross-Lagged Regression Analysis

Before computing the path analyses, we calculated separate cross-lagged regression analyses to ascertain the direction of the relationship between union loyalty and formal participation for Blacks and for Whites. We used cross-lagged regression analyses rather than cross-lagged panel correlations because of the restrictive assumptions (e.g., stationarity and synchronicity), applicability to unidirectional causality only, and the high probability of both Type I and Type II errors associated with cross-lagged panel correlations (Rogosa, 1980; Stone, 1986). Cross-lagged regression analyses, on the other hand, assess the plausibility of both uni- and bidirectional causality and are based on the less restrictive assumptions of ordinary least squares regression (linearity, additivity, multicollinearity, and uncorrelated

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2 In the present study, multicollinearity was judged to exist if zero-order correlations between variables were greater than or equal to 0.80 (Lewis-Beck, 1980).
residuals; e.g., Bateman & Strasser, 1984). In all the analyses computed, these assumptions were satisfied.

The results of the cross-lagged regression analyses are presented in Table 2. For both Black and White members, a unidirectional causal inference from union loyalty to formal participation is justified, supporting the directional relationship proposed in the model, namely, that union loyalty leads to formal participation in union activities (Blacks, \( z = 7.28, p < 0.01 \); Whites, \( z = 2.23, p < 0.05 \)). Moreover, the relationship between union loyalty and participation was significantly stronger for Black union members than for White union members (\( z = 4.84, p < 0.01 \)).

### Path Analyses

Path parameters were calculated by regressing attitudes of union loyalty at Time 1 and participation in formal union activities at Time 2 onto scores of extrinsic and intrinsic job satisfaction, union instrumentality, early socialization experiences, job involvement, life satisfaction, and work beliefs at Time 1. In all analyses, the data from Black and White union members were analyzed separately to see if race moderated the proposed model. To compare the parameters of the models between Black and White members, we calculated unstandardized regression parameters as well as standardized regression coefficients (Pedhazur, 1982). There are problems associated with the use of standardized regression coefficients when comparing parameters in two samples. Any differences in standardized measures across different samples may be attributable to differences in variance compared to differences in effects (Pedhazur, 1982; Schoenberg, 1972). Standardized path coefficients can be used only to compare the effects of predictor variables on a criterion variable in a path analysis computed on a single sample.

The analyses for both Black and White union members followed conventional path procedures. Thus, a just-identified model was computed first. Theory-trimming was then conducted, and paths were deleted according to three criteria. First, paths were deleted if they were statistically insignificant (\( p > 0.05 \)). Second, because there is no agreement that the first method for deleting paths is the most adequate criterion, conceptually meaningful but statistically insignificant paths were retained (i.e., \( \beta > 0.05 \); Billings & Wroten, 1978). Third, paths were deleted that were statistically significant but were not in accordance with the hypothesized model. An overidentified model was then computed, and the goodness of fit of the overidentified model was tested in two ways. First, the obtained and observed correlations should not differ by more than 0.05. Second, Specht's \( Q \) formula, which approximates the \( \chi^2 \) distribution, was calculated.

**Black union members.** Once the path coefficients for the just-identified model for Black union members were calculated, three of the nine hypothesized relationships between exogenous variables and formal participation were statistically significant: (a) Union loyalty was positively related to formal participation in union activities (\( \beta = 0.67 \)); (b) perceived union instrumentality was positively related to formal participation (\( \beta = 0.10 \)); and (c) early union socialization experiences were also positively related to participation in union activities (\( \beta = 0.15 \)). Consistent with the hypothesized model of union loyalty, the path between union participation and early socialization experiences was deleted. The paths from the remaining variables were also deleted from the just-identified model.

Six of the eight hypothesized relationships between the exogenous variables and union loyalty were significant: perceived union instrumentality (\( \beta = 0.35 \)), early socialization experiences with the union (\( \beta = 0.24 \)), Marxist-related work beliefs (\( \beta = 0.14 \)), intrinsic job satisfaction (\( \beta = -0.25 \)), extrinsic job satisfaction (\( \beta = -0.19 \)), and job involvement (\( \beta = -0.21 \)). Although the \( F \) test for the regression coefficients for life satisfaction was not significant (\( p > 0.05 \)), it was still regarded as a meaningful path (\( R^2 \) change = 0.07, \( \beta > 0.05 \); Billings & Wroten, 1978).

To assess the extent to which the overidentified model depicted in Figure 1 fitted the data, the original and reproduced correlations were compared to see if any observed differences were insignificant (i.e., <0.05). A further test of this causal

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\* *p < 0.01.

### Table 2

**Cross-Lagged Correlation and Regression Analysis for Union Members**

<table>
<thead>
<tr>
<th>Variable</th>
<th>Reliabilities</th>
<th>Static Correlations</th>
<th>Cross-lagged Correlations</th>
<th>Regression coefficients</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>( r_{x_1x_2} )</td>
<td>( r_{y_1x_2} )</td>
<td>( r_{x_2y_1} )</td>
<td>( r_{y_2y_1} )</td>
</tr>
<tr>
<td>White members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union loyalty (x)</td>
<td>0.66*</td>
<td>0.53*</td>
<td>0.57*</td>
<td>0.59*</td>
</tr>
<tr>
<td>Formal participation (y)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Black members</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
<tr>
<td>Union loyalty (x)</td>
<td>0.52*</td>
<td>0.52*</td>
<td>0.52*</td>
<td>0.56*</td>
</tr>
<tr>
<td>Formal participation (y)</td>
<td></td>
<td></td>
<td></td>
<td></td>
</tr>
</tbody>
</table>

**Note:** \( x_1 \) = loyalty at Time 1; \( x_2 \) = loyalty at Time 2; \( y_1 \) = participation at Time 1; \( y_2 \) = participation at Time 2.

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3 Copies of all of the questionnaires used in the study, the path equations, and the observed and reproduced composite correlations for the just- and overidentified models for both samples are available from Clive Fullagar.
model was conducted. Using the proportions of the observed and reproduced correlation matrices, it was possible to calculate a chi-square statistic with degrees of freedom equal to the number of overidentifying restrictions (i.e., the number of paths deleted; Pedhazur, 1982; Specht, 1975). Pedhazur (1982) refers to the $Q$ statistic as a measure of the goodness of fit for an overidentified model. The closer $Q$ is to unity, the better the fit. On the data collected from Black union members, $Q$ was equal to 0.96, $\chi^2(8, N = 169) = 3.45$. On the basis of both these tests of goodness of fit, therefore, it was concluded that the overidentified model presented in Figure 1 fitted the data for Black union members.

**White union members.** Again, three of the hypothesized variables were significantly associated with participation in formal union activities: union loyalty ($\beta = 0.24$), union instrumentality ($\beta = 0.23$), and early socialization experiences ($\beta = 0.19$). As with the Black sample, only paths between union participation and union loyalty and perceived union instrumentality were retained, as these were theoretically consistent with the hypothesized model. Six of the eight hypothesized relationships between the exogenous variables and union loyalty in the just-identified model were supported: perceived union instrumentality ($\beta = 0.20$), extrinsic satisfaction ($\beta = -0.43$), early socialization experiences ($\beta = 0.19$), job involvement ($\beta = 0.08$), life satisfaction ($\beta = 0.18$), and work ethic beliefs ($\beta = 0.12$). Accordingly, all of these variables were retained in producing the just-identified model.

In testing the goodness of fit of the just-identified model, 5 of the possible 17 reproduced correlations differed by more than 0.05 from the observed correlations. This would appear to suggest that the data does not fit the overidentified model. The reason for this may be due to the deletion of four paths that were meaningful (i.e., $\beta > 0.05$). However, the chi-square for goodness-of-fit statistic provided a contrary indication, $\chi^2(8, N = 139) = 14.62, p < 0.01$. The $Q$ ratio was 0.90, which is close to unity and suggests that the overidentified model fitted the data.

**Comparison of the Mediated Model for Blacks and Whites**

There were significant differences between the Black and White samples in both the direction (negative or positive) and strength of the relationships between antecedent variables and union loyalty (see Figure 2). Statistical tests were computed to ascertain whether the unstandardized regression coefficients for the two samples added significantly to the sum of squares ($R^2$ change = 0.08, $p < 0.05$) of the overidentified model (Pedhazur, 1982, pp. 438–442). The unstandardized regression coefficients were significantly different on four paths (see Figure 2): (a) Among Black members, dissatisfaction with intrinsic aspects of the job were more important determinants of union loyalty than for their White counterparts; (b) whereas greater job alienation was negatively related to union loyalty among White members, job alienation was found to facilitate loyalty to the union among Black members; (c) the belief in the work ethic was a causal predictor of commitment for White members, but not for Black members; and (d) among Black union members, Marxist-related beliefs predicted union loyalty, whereas among White workers these beliefs did not predict loyalty.

**Moderated Multiple Regression**

The moderated multiple regression analyses indicated that perceived union instrumentality was a significant moderator in four out of the seven relationships between antecedent variables and union loyalty. More specifically, perceptions of union instrumentality were found to moderate the relationship between attitudes of loyalty and extrinsic job satisfaction, $F(3, 294) = 23.60, p < 0.01, R^2$ change = 0.03; early socialization experiences, $F(3, 294) = 17.19, p < 0.01, R^2$ change = 0.02; life satisfaction, $F(3, 294) = 8.94, p < 0.01, R^2$ change = 0.01; and work ethic beliefs, $F(3, 294) = 7.76, p < 0.01, R^2$ change = 0.01. Similar moderator effects were not found for the relationships between union loyalty and intrinsic job satisfaction, $F(3, 294) = 0.03, p > 0.05$, job involvement/alienation, $F(3, 294) = 0.69, p > 0.05$, and Marxist-related work beliefs, $F(3, 294) = 2.43, p > 0.05$. Perceived union instrumentality was also found to moderate the relationship between union participation and union loyalty, $F(3, 294) = 27.88, p < 0.01, R^2$ change = 0.05.

To determine the meaning of the above moderator effects, in other words, that high levels of perceived union instrumentality strengthened the relationship between the predictor variables and union loyalty, the independent or antecedent variables and the moderator (perceived union instrumentality) were dichotomized by using a median split. Analyses of covariance were computed, controlling for the effects of the other antecedent variables. Because subgroup analysis entails a loss of information and accuracy, we used the results of the analyses of covariance merely to ascertain the meaning of the interaction effect. As can be seen from Table 3, perceived union instrumentality moderated the relationships between union loyalty, extrinsic job satisfaction, life satisfaction, early union socialization, and Marxist beliefs, as hypothesized.

**Discussion**

Union loyalty had a significant effect on behavioral participation regardless of the race of blue-collar workers. As union loyalty constitutes a major component of union commitment, the above causal finding is consistent with the prediction that affective commitment (a) contributes to the development of behavioral indices of commitment (Fullagar, 1986; Gordon et al., 1980), (b) supports the theoretical causal assumptions underlying attitudinal approaches to commitment (cf. Mowday et al., 1982), and (c) indicates that the association between these two variables is generalizable from white-collar workers to blue-collar workers.

The fact that such attitudes of commitment as loyalty cause union participation suggests that union loyalty is an essential union variable (Gordon et al., 1980) in that it is influential in determining voluntary performance in activities that ensure the union's attainment of its goals. The prediction of diverse union-related behaviors, such as voting behavior (e.g., DeCotiis & LeLouarn, 1981; Zalesny, 1985) and grievance filing (e.g., Allen & Keaveney, 1983; Dalton & Todor, 1982), may be enhanced if the importance of union loyalty as an independent, antecedent variable is accounted for. Furthermore, if loyalty causes greater participation in union activities, then it may be crucial for improving union efficiency. The union's power is dependent on its
Figure 2. Model showing unstandardized path coefficients for Black and White subjects. (The unstandardized regression parameters for Black workers are presented above the path lines, and those for Whites, below. Those with asterisks were significantly different for Black and White samples. The exogenous variables are assumed to be noncausally related.)
ability to impose sanctions or threaten the imposition of sanctions through boycotts, strikes, or slowdowns.

In both Black and White samples, we found that the perception of the instrumentality of the union in achieving certain goals was a significant and strong predictor of both loyalty to the union and behavioral participation in union activities. This supports previous findings of a strong relationship between instrumentality and other aspects of unionization such as propensity to unionize, positive union vote, and favorable union attitudes (Bigoness & Tosi, 1984; DeCotiis & LeLouarn, 1981; Youngblood et al., 1984). The results indicating that perceived union instrumentality is a moderator of several of the relationships between union loyalty and its antecedents are discussed later.

Various studies have indicated fairly consistent negative correlations between extrinsic job satisfaction and pro-union voting (DeCotiis & LeLouarn, 1981; Kochan, 1979). However, these studies may not be representative of unionized workers, as only a small percentage (3% to 5%) are involved in union elections (Berger, Olson, & Boudreau, 1983). Nevertheless, dissatisfaction with extrinsic job characteristics was a causal predictor of union loyalty among Black and White union members in the present sample. Our findings suggest that race is an important moderator of the job satisfaction–union loyalty relationship. For example, extrinsic job dissatisfaction was a stronger predictor of union loyalty for White than for Black members, whereas among Black union members intrinsic dissatisfaction was also a significant cause of loyalty to the union. No similar relationship between intrinsic job dissatisfaction and union loyalty was found for White union members.

The significant link between intrinsic job satisfaction and union loyalty among Black members may be because Black workers, unlike White workers, are unable to influence the non-economic aspects of their working environment through other more informal, individualistic, or employer-initiated programs. Certainly, Black union members were more dissatisfied with the social and political aspects of their lives, \( r(302) = 8.23, p < 0.01 \), and this dissatisfaction was found to be a significant cause of union loyalty. By using Hirschman's (1970) Exit, Voice, and Loyalty concept as an explanatory framework, we note that White, affluent workers have greater access to the exit-and-entry mechanism, owing to greater exercise of freedom of choice and mobility in the South African context. For the majority of Black workers, on the other hand, the union voice is perhaps the only channel of participation in a democratic process.

A significant and related finding was that job alienation among Black workers caused stronger union loyalty, whereas White workers who were involved in their jobs were more likely to develop loyalty to the union. Unlike Black union members, White union members have more opportunity to become involved in organizational processes. It may be that, for White workers, involvement in the union and one's job are associated in a manner similar to the concept of dual allegiance (Martin, 1981; Stagner, 1956). Attachment to the union was probably perceived as essential to protecting work opportunities provided by the employing organization. It is also possible that dual allegiance is not a common phenomenon at the lower, more alienated levels of the organizational hierarchy because there is less opportunity for workers for organizational involvement and the satisfaction of intrinsic needs.

The models presented here suggest that there are processes occurring that have a direct and independent effect on Black workers' union loyalty. The findings indicate that attitudes toward unions are structured by the nature of the work situation (which is different for Black and for White workers in South Africa). Furthermore, the distinction in previous research between blue-collar and white-collar workers and the decision to support unionization may be simplistic in that, among blue-collar workers, differences in level of privilege and racial class may produce different process models of attachment to labor organizations. This is not only illustrated in the differences in relationships between union loyalty and extrinsic and intrinsic job satisfaction and job involvement but also in the different belief systems that predicted union loyalty for Black and for White workers.

It could be argued that Black workers manifest a heightened class consciousness owing to (a) a shared history of migrant labor and uprootedness, (b) their tenuous occupation position, and (c) their membership of a class that is discriminated against both at work and in society (Leggett, 1968). Class consciousness was clearly evident in the responses of Black workers to the Marxist-Related Beliefs scale. For example, many items on the Marxist-Related Beliefs scale assessed attitudes about the existence of a society in which classes have conflicting interests, and the material and social disadvantages of being a member of the working class that give rise to collective interests that have to be pursued collectively. The result, that among Black union members Marxist-related (but not work ethic) beliefs were strong predictors of union loyalty, supports the notion that Black workers are more concerned with the political dimension of union organization. On the other hand, the finding, that work ethic (but not Marxist-related) beliefs were significant causal predictors of attitudes of commitment among White workers, suggests that attachment to the union was probably due to its being perceived as essential to protecting work opportunities.

Finally, union socialization experiences positively influenced both loyalty to the union and behavioral participation in union

### Table 3

<table>
<thead>
<tr>
<th>Antecedent variable and level</th>
<th>High</th>
<th>Low</th>
</tr>
</thead>
<tbody>
<tr>
<td>Perceived union instrumentality</td>
<td></td>
<td></td>
</tr>
<tr>
<td>Extrinsic job satisfaction High</td>
<td>25.56</td>
<td>23.05</td>
</tr>
<tr>
<td>Low</td>
<td>26.67</td>
<td>21.12</td>
</tr>
<tr>
<td>Early union socialization High</td>
<td>25.75</td>
<td>24.23</td>
</tr>
<tr>
<td>Low</td>
<td>25.17</td>
<td>20.99</td>
</tr>
<tr>
<td>Life satisfaction High</td>
<td>24.89</td>
<td>23.73</td>
</tr>
<tr>
<td>Low</td>
<td>26.29</td>
<td>21.30</td>
</tr>
<tr>
<td>Work ethic beliefs High</td>
<td>25.69</td>
<td>23.16</td>
</tr>
<tr>
<td>Low</td>
<td>25.56</td>
<td>20.74</td>
</tr>
</tbody>
</table>
activities in both Black and White samples. This is consistent with previous research that has found an association between socialization variables and union loyalty (Gordon et al., 1980). Socialization processes become crucial for the transmission of information, values, and roles to those members who have not had trade union experience. Van Maanen (1978) has identified various tactics of organizational socialization. Future research should focus on which of these factors are more appropriate for labor organizations, especially as unions usually have limited organizing and administrative facilities and few training staff.

So far, for the purpose of parsimony, the proposed path model indicates direct links between antecedent variables and union loyalty. The results of the moderated multiple regressions suggest that a more complex model of union loyalty is more appropriate and that perceived union instrumentality moderates the relationship between various antecedent factors and attitudes of loyalty to the union. For example, dissatisfaction with extrinsic job conditions does not necessarily predict greater union loyalty. The relationship is contingent on the individual perceiving the union as instrumental in achieving extrinsic outcomes. This would suggest that the moderating role of union instrumentality in research on union membership (Brett, 1980) extends to other processes of attachment to labor organizations. In agreement with this dissatisfaction model of unionization (Allen & Keaveney, 1983; Brett, 1980), dissatisfaction with one's life circumstances only leads to loyalty to the union if the latter is perceived as being instrumental in attaining such extrinsic outcomes as better wages and greater job security, both of which affect one's standard of living.

Similarly, the effects of early socialization experiences on attitudes of union loyalty are moderated by perceptions of union instrumentality. In other words, union members' early adoption of their membership role facilitates psychological attachment to the union when they perceive their behaviors and the union as instrumental to the achievement of valued outcomes.

We also found that the relationship between work ethic beliefs and union loyalty was contingent on the individual's perception of union instrumentality. Work ethic beliefs are more predictive of union loyalty among those workers who perceive the union as being instrumental to maintaining those extrinsic factors, such as job security and status, that are intricately bound up with the concept of the work ethic. However, the moderating effect of perceived union instrumentality did not generalize to all of the relationships between the exogenous variables and union loyalty. For example, the relationships between intrinsic job satisfaction, job involvement/alienation, work ethic beliefs, and union loyalty were unaffected by the level of perceived union instrumentality. This is probably attributable to inadequacies in the conceptualization and operationalization of union instrumentality. The instrument used in the present study to measure union instrumentality was based on other measures of instrumentality in the literature and assessed attitudes regarding the union's ability to achieve extrinsic goals. This operationalization of instrumentality may provide a limited perspective of the union's instrumentality, especially in the context of South Africa, where many workers perceive unions as being instrumental to achieving more extrinsic outcomes (Webster, 1979). As a result, we did not find a significant interactive effect of perceived union instrumentality on the relationship between union loyalty and intrinsic job satisfaction, alienation, and Marxist-related beliefs. The present instrumentality scale did not assess perceptions of the union's ability to change intrinsic job conditions, improve job involvement, reduce alienation, and alter the organization of work to the greater benefit of workers. Future research should distinguish between intrinsic and extrinsic instrumentality beliefs, as these may be orthogonal (Barling, Milligan, & Fullagar, 1986), and should ascertain what the moderating effects of these two forms of instrumentality are. Nonetheless, the results of the present research indicate that a more appropriate modeling of union loyalty would be that depicted in Figure 3, where both race and perceived union instrumentality are depicted as moderators rather than direct antecedents.

Furthermore, the finding that perceived union instrumentality moderates the relationship between attitudes of union loyalty and participation in union activities suggests that psychological attachment to the union will more probably lead to behavioral involvement in union affairs when the union is perceived as instrumental in achieving certain valued outcomes.

Conclusion

In the present study, a model of union loyalty was specified, survived various tests of goodness of fit, and therefore has not been disconfirmed. However, it remains possible that a competing causal model (or models) is consistent with the data. For example, the hypothesized model presented here suggests that job dissatisfaction causes union loyalty, which causes participation in union activities. It may be that union loyalty causes not only union participation but also a process of politicization of the work force whereby union members are expected to express dissatisfaction (Borjas, 1979). Future research, therefore, should assess both the plausibility of competing alternative models and the nature of the relationships between antecedent variables and union loyalty.

The consequences of the 26% response rate warrant discussion. Even though response rates of between 10% and 30% are common (Etzel & Walker, 1974), especially in unions, and all shop stewards and factory members were surveyed, the response rate does require caution with respect to the generalizability of results to other blue-collar workers. As in Gordon et al.'s (1980) study, it may be that only members loyal to the union responded to the survey, although there was substantial variance in the responses, and statistical tests indicated that there were no significant differences on either demographic or study variables between the final sample and those subjects who only responded once. It has long been realized that it is extremely difficult to generalize from one union or group of unions to another (Hoxie, 1923). Nevertheless, the present study set out to test the feasibility of a process model of loyalty to a labor organization. This model was found to generalize across two samples of workers of differing socioeconomic backgrounds. Even though more alienated workers held different work values and were more intrinsically motivated to become loyal to the union, factors of job dissatisfaction and work values were still significant predictors of union loyalty among Black and White workers. In addition, we found that perceptions of union instrumentality play a
Figure 3. A moderated model of union loyalty.
significant role in moderating the relationship between union loyalty and its proposed antecedents and consequences.

References


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